

BEA Strategic Plan for FY 2003–FY 2007

Mission

THE Bureau of Economic Analysis (BEA) promotes a better understanding of the U.S. economy by providing the most timely, relevant, and accurate economic data in an objective and cost-effective manner.

Vision

To be the world's most respected producer of economic accounts statistics.

Values

- Integrity: Maintaining the sterling reputation of BEA and its statistics.
- Quality: Producing accurate, relevant, and timely statistics.
- Staff excellence: Fostering, recognizing, and rewarding contributions of employees.
- Responsiveness to customers: Providing what they want, when and how they want it.
- Innovation: Meeting the challenges of new technology and the changing economy.

U.S. Department of Commerce Strategic Plan FY 2000–FY 2005

The Department of Commerce established a set of goals and objectives to guide the core mission of its agencies and programs in *U.S. Department of Commerce FY 2000–FY 2005 Strategic Plan*. The following goals and objectives define BEA's mission within the Department of Commerce:

Strategic Goal 1: Provide the Information and the Framework to Enable the Economy to Operate Efficiently and Equitably.



Objective 1.3: Support Effective Decision-Making of Policymakers, Businesses, and the American Public.



Performance Goal: Develop Relevant, Timely, and Accurate National and Community Economic and Household Statistics for Decision-Making.

Derived directly from this framework, BEA set four strategic objectives to guide its planning and operations. These objectives, described in detail below, define what BEA seeks to accomplish. Over 200 milestones included in the following detailed tables provide the

road map or operational plan to achieve these goals. BEA's performance toward each objective is measured by an evaluation of the milestones and by one or more of seven performance measures described in the *U.S. Department of Commerce, FY 2004 Annual Performance Plan*.

BEA's Strategic Objectives

Strategic Objective 1: Make BEA's economic accounts and services more responsive to the needs of its customers and partners

BEA has made significant strides in improving its relationships with its customers and partners. This Strategic Plan identifies specific actions that address this objective of establishing and improving two-way communication with customers through regular customer surveys and other sources of feedback; expanding outreach efforts to data users, the Congress, trade associations, the business community, and the news media through the more effective use of technology, partnerships, and informational materials; upgrading the technology used to collect and disseminate information; and redesigning BEA's Web site to provide more explanations, background information, searchable links to metadata, and other interactive features.

Performance: Performance under Strategic Objective 1 will be monitored by the following performance measures and a detailed evaluation of each Strategic Plan milestone.

- Customer satisfaction with quality of products and services, as determined by an annual customer survey;
- Reliability of delivery of economic data; and
- Percent of GDP estimate correct.

What BEA Does

BEA produces the gross domestic product (GDP), balance of payments, state personal income, input-output accounts, and other economic accounts statistics. These statistics enable government and business decision-makers, researchers, and the American public to follow and understand the performance of the Nation's economy. To do this, BEA collects source data, conducts research and analysis, develops and implements estimation methodologies, and disseminates statistics to the public.

Strategic Objective 2: Attract, develop, and retain a highly qualified, diverse workforce prepared to innovate and improve BEA's statistics

BEA faces a variety of workplace challenges. The Strategic Plan identifies specific actions that address such workplace objectives as improving employee retention and recruitment by more effectively using the flexibility of the Personnel Management Demonstration Project, by supporting continuous career development for all employees, by aiming employee training plans toward future workforce needs, and by improving the system for recognizing and rewarding employees for their work.

Assessing and improving BEA's organizational climate—BEA's highly visible data products will challenge its employees with more complex work and tighter deadlines at a time when recruitment and retention within the Federal sector continues to be difficult. Recognizing that the quality of the workplace is a key factor in recruitment and retention, in FY 2002 we conducted an organizational assessment survey aimed at improving our workplace. We also established a process to act on the results of the survey. BEA intends to make this strategic organizational assessment a continuous process and will conduct and act on a survey each year.

Improving workforce development—BEA's workforce is highly educated; however, we have and must continue to provide specialized programmatic training to our employees. BEA's training dollars are currently being expended in the following primary areas: Information technology, academic, managerial, and general training. We recognize the need for investing in our employees in a more strategic manner. BEA will develop a more strategic approach to training its workforce to ensure developmental needs for all career paths are met and our employees prepared to meet current and future challenges.

Improving recruitment and retention efforts—BEA does not have its own delegated human resources management authority and must contract this function out. We believe our recruitment efforts and use of Demonstration Project flexibilities could be improved significantly to help us better meet our programmatic goals. We will continue to work with the Department to improve our level of human resources services.

Performance: Performance under Strategic Objective 2 will be monitored by the following performance measures and a detailed evaluation of each Strategic Plan milestone.

- Customer satisfaction with quality of products and services, as determined by an annual customer survey; and
- Reliability of delivery of economic data.

Strategic Objective 3: Upgrade resource management to support BEA's strategic goals

Support for the initiatives outlined in the Strategic Plan will come from the more effective use of existing resources (through productivity-enhancing technology investments and changes in work processes and products) and from incremental resources. To manage its resources effectively, BEA will have to better account for the costs and benefits of existing and proposed work. By using new financial accounting support and by stepping up its interaction with customers, the Department, and statistical agency partners, BEA will more effectively conduct its programs, allocate resources, and plan for the provision of resources to achieve the Bureau's goals.

Upgrading BEA's financial management—BEA is developing a cost-based budget for existing and proposed work that is directly linked to the Bureau's activities. As a result, BEA will be better able to identify the costs and benefits of its programs for its customers, the Administration, and the Congress as a part of the budget formulation process. Moreover, BEA will be better able to track and manage its existing resources. This objective will be accomplished by obtaining the resources for an internal budget staff, by implementing an activity-based cost system, and by completing a smooth transition of our core financial system to the Commerce Department's new Commerce Administrative Management System.

Investing in information technology (IT)—BEA's economic programs require the IT support provided by the Office of the Chief Information Officer. Much has been accomplished to enhance BEA's IT infrastructure, especially the establishment of a stable local area network with strong backup capabilities for BEA systems, but significant work remains in the redesign of critical estimation systems. The Strategic Plan emphasizes four areas in which further IT investment is needed: (1) Continuing support of BEA program staff with more efficient IT tools (software) to enhance their performance, (2) ongoing upgrades of the IT infrastructure (servers, workstations, telephones) to ensure reliability and security, (3) redesigning of core estimation systems to maximize the use of database technologies, and (4) harnessing of rapidly developing Web-based technologies to improve data dissemination.

Updating and better focusing existing programs—Meeting customer needs and working to better focus BEA's resources require a continuing reevaluation and improvement of products and work processes. This effort includes examining internal work processes and determining whether resources are devoted to the highest priorities. This evaluation will be accomplished by annual bottom-up reviews of work processes, with changes incorporated in annual updates of the Strategic

Plan and of unit and individual work plans.

Focusing BEA's products and services to meet the needs of businesses, policymakers, and households—To make sure that its existing statistical products are used effectively, BEA must provide expanded and more accessible information on its Web site and improve the dissemination of information directly to the news media and to potential users of BEA's statistics in the business community, state and local governments, academia, think tanks, the Administration, and the Congress. Then, armed with cost and benefit information for existing and proposed products, BEA must work with these constituencies to develop products and services that meet their needs. This objective will be accomplished by upgrading BEA's public affairs function, by establishing a Congressional liaison function, by interacting regularly with BEA's customers on their needs, and by updating and refocusing the Strategic Plan and individual unit plans.

Performance: Performance under Strategic Objective 3 will be monitored by the following performance measures and a detailed evaluation of each Strategic Plan milestone.

- Customer satisfaction with quality of products and services, as determined by an annual customer survey;
- Reliability of delivery of economic data; and
- Upgrading information technology systems.

Strategic Objective 4: Upgrade BEA's economic statistics by improving statistical methodologies and source data and by using new technologies

The economic statistics programs are the heart of the work at BEA. BEA produces over 15,000 economic data series monthly that are used as critical ingredients in budget forecasts, public policy making, monetary decisions, and business financial strategies. To ensure BEA data is as timely, relevant, and accurate as demanded by these users, BEA must continually update its methodologies and approaches to capture the dynamic U.S. and world economies. These priorities are summarized below by economic account, followed by an across-the-board review of improvements to methods and data.

National economic accounts—BEA produces the national income and product accounts (NIPAs), including the estimates of gross domestic product (GDP), monthly personal income and outlays, and stocks of fixed assets and consumer durable goods. The Strategic Plan identifies the following areas for improvement.

Improving processing systems—The estimation of GDP can be made more reliable, efficient, and flexible

through a comprehensive effort to improve the underlying processing systems. The Strategic Plan identifies actions such as the creation of a new central system to replace the two outdated and overburdened systems now in use, the replacement of the time-series database software used by analysts to prepare the estimates, and the overhaul of estimation subsystems. Special attention will be paid to good programming practices, including documentation of requirements and programs, thorough testing prior to implementation, and use of modern standards and best practices.

Addressing data gaps and other shortcomings—The overall quality of the NIPA estimates is very high, but the quality is jeopardized by several gaps resulting from inadequate source data or from recent changes in the economic environment. In addition, there are long-standing measurement problems, such as quality adjustments of prices and the measurement of services. A systematic plan to minimize these problems will improve the quality and usefulness of the national accounts. The Strategic Plan identifies specific actions that address such needs as implementing the North American Industry Classification System, developing new quality-adjusted prices, developing improved measures of services, developing improved estimates of software investment, and conducting research on and developing better estimates of employee stock options and other components of income.

Improving consistency and integration with other accounts—In order to assemble an overall picture of the economy, many users want to move seamlessly not only among BEA's accounts but also between them and the Federal Reserve's flow-of-funds accounts and the Bureau of Labor Statistics' productivity accounts. Such comparisons are now impeded by inconsistencies in definitions and presentation. Several elements of the Strategic Plan are designed to facilitate those comparisons and provide more useful information by improving the consistency, coherence, and presentation of the accounts.

Improving consistency with international standards—International guidelines for national economic accounts generally reflect best practices, and BEA's estimates of major aggregates, such as GDP, are largely consistent with international guidelines and are an example of best practices. However, the Strategic Plan identifies several areas where BEA could improve the estimation, presentation, and usefulness of its national accounts by more fully adopting the recommendations contained in the international guidelines.

Industry accounts—BEA produces economic statistics on industries, including the input-output (I-O)

accounts, the GDP-by-industry accounts, and occasional satellite accounts. The I-O account benchmarks underpin the NIPA and other account benchmarks. The Strategic Plan focuses on the following elements that will provide customers with more useful industry statistics.

Accelerating annual industry data—Research will be directed toward reducing the time lag for the release of the annual I-O accounts (from 3 years down to 1 year after the reference year).

Reconciling and improving the consistency of industry estimates—This element will be directed toward reviewing and partially reconciling the value-added estimates from the 1997 benchmark I-O accounts and GDP-by-industry accounts to bring those estimates into closer alignment and developing approaches to improve the consistency of the I-O, GDP-by-industry, and gross state product (GSP) estimates.

Improving estimating methods and processing systems and interfaces—This element will focus on improving estimating methodologies, designing and developing interactive software tools for accessing data, expanding integrated software applications to produce industry estimates, and developing processing systems to improve efficiency.

International accounts—BEA produces the balance of payments and international investment accounts, as well as financial and operating data on multinational companies. The Strategic Plan addresses efforts to improve productivity or outputs in the existing areas of work and to improve coverage in areas where major gaps have recently appeared.

Improving productivity or outputs in existing areas of work—Several initiatives are designed to enable BEA to do more with less. For example, increased investment in IT infrastructure will enable BEA to expand electronic data collection and dissemination and to improve the usefulness of the international accounts section of its Web site. BEA will conduct research on implementing new sampling and imputation techniques that would reduce the resources required to estimate data for relatively small companies that now must report in BEA surveys. In addition, BEA must improve the usefulness of its estimates of international trade in goods and services by accelerating their release.

Closing data gaps in the accounts—A number of the initiatives pertain to closing data gaps that have recently developed. One initiative addresses the potential under reporting of U.S. goods trade, while others would alleviate the data gaps in international services by developing more frequent (quarterly instead of annual) surveys of

unaffiliated services and by broadening the coverage of existing surveys. Additional initiatives focus on closing gaps in the measurement of financial flows, such as those stemming from transactions involving derivatives and other types of short-term financial instruments, reverse or short transactions, and transactions in traditional instruments that now bypass the international capital reporting system.

Improving consistency with international standards—In general, BEA's international accounts are highly consistent with international standards; in fact, BEA has played a lead role in carrying out the conceptual work necessary to establish many of the standards. However, international standards are continually evolving and expanding, and in some areas—such as insurance services, BEA's methodologies probably could be improved. Proposed initiatives would enable BEA to keep abreast of the changing standards and to comply more fully with existing standards.

Regional accounts—BEA produces estimates of quarterly and annual state personal income, annual county and metropolitan area personal income, annual GSP, wages and employment in varying degrees of detail by industry for each area, and regional input-output multipliers. The Strategic Plan identifies the following areas for improvement.

Accelerating the release of regional estimates—This project would provide the users of regional data with dramatically earlier access to these estimates. For example, the time lag for the release of GSP estimates would be reduced from 18 months down to 5 months after the reference year. Similar accelerations would be achieved for metropolitan and local area personal income.

Continually improving methodologies—The methodologies used to produce the regional estimates must be updated and improved to keep pace with changes in the national and regional economies. Topics that need to be addressed are the estimation of stock options on a regional basis and the redefinition of the BEA Economic Areas to reflect new metropolitan area definitions.

Improving source data—In order to improve the quality of the regional estimates, it is necessary to identify, develop, and implement new and more appropriate source data. For example, new source data would be needed to develop estimates of capital stocks by state.

Improvements to methods and data—BEA obtains most of its source data from other Federal Government agencies—primarily the Bureau of the Census, the Bureau of Labor Statistics (BLS), and the Department of the Treasury, especially the Internal Revenue Service (IRS). Therefore, it is imperative that BEA staff at all

levels work with their colleagues in those agencies to upgrade the economic accounts by improving the relevance, quality, and timeliness of existing source data, by identifying untapped but potentially useful existing data, and by developing new data.

The following key data sources are the focal points of BEA's efforts to work with its partner agencies to improve source data for the economic accounts. (Many of these improvements are also mentioned in the listings of the various BEA program areas.)

Bureau of Labor Statistics data—BLS employment and price data are essential ingredients of BEA's economic accounts. To improve its national, industry, and regional accounts, BEA will work with BLS to expand their Current Employment Statistics (790 program) to cover earnings of all employees. BEA will also work with BLS to explore expanding the coverage of the earnings concept to cover all types of earnings, including employee stock options, and benchmarking the earnings data to the BLS Covered Employment and Wages (ES-202) program. For its national accounts, BEA will work with BLS to improve the Producer Price Index program to provide quality-adjusted price indexes for high-tech goods and to continue expanding the coverage of financial and nonfinancial services and of non-residential construction.

Bureau of the Census data—For its industry and national accounts, BEA needs better and more timely data on the intermediate outputs of industries. The international accounts need improved data on exports and imports of goods. The regional accounts stand to benefit from the new American Community Survey, which (if funded) would provide more frequent data on variables now collected only in the Decennial Census.

Department of the Treasury data—BEA's international accounts need expanded coverage of the Treasury Inter-

national Capital reporting system to include derivatives and improved coverage of short positions and cross-border holdings of securities. In the national accounts, the measurement of business income could be improved by working with the IRS to update measures of voluntary taxpayer compliance. The regional accounts could investigate IRS data to develop estimates of state capital stocks for nonmanufacturing firms.

BEA international transactions data—For the international services data collected in BEA's surveys, the biggest improvement would come from instituting quarterly surveys of international transactions in the most important services. Currently, only annual surveys are conducted for most types of unaffiliated services transactions.

Performance: Performance under Strategic Objective 4 will be monitored by the following performance measures and a detailed evaluation of each Strategic Plan milestone.

- Customer satisfaction with quality of products and services, as determined by an annual customer survey;
- Reliability of delivery of economic data;
- Percent of GDP estimate correct;
- Improving GDP and the economic accounts;
- Accelerating economic estimates; and
- Meeting U.S. international obligations.

Additional Detail

The following table, organized by program area, summarizes the elements of the plan and provides milestones through FY 2007. The plan will be updated in FY 2003 to add milestones for FY 2008. The activities listed in the table and the timing of the milestones are based on the assumption that BEA will receive adequate budget funding for each of those years.

BEA Strategic Plan for FY 2003–FY 2007, Detailed Table

NATIONAL ECONOMIC ACCOUNTS Programs and New Initiatives: FY 2003–FY 2007					
Programs	2003	2004	2005	2006	2007
National Income and Product Accounts (NIPA) Estimates	Prepare quarterly estimates of GDP tables; begin 2003 comprehensive revision estimates.	Prepare quarterly and 2003 comprehensive reBEA Strategic Plan for FY 2003–FY 2007, Detailed Tablevision estimates of GDP and NIPA tables.	Prepare quarterly and annual estimates of GDP and NIPA tables; publish NIPA volumes.	Prepare quarterly and annual estimates of GDP and NIPA tables.	Prepare quarterly and annual estimates of GDP and NIPA tables.
Monthly Personal Income and Outlays	Prepare monthly estimates of personal income and outlays; begin 2003 comprehensive revision estimates.	Prepare monthly and 2003 comprehensive revision estimates of personal income and outlays.	Prepare monthly estimates of personal income and outlays.	Prepare monthly estimates of personal income and outlays.	Prepare monthly estimates of personal income and outlays.
Fixed Assets and Consumer Durable Goods	Prepare annual estimates of fixed assets and consumer durable goods; begin 2003 comprehensive revision estimates.	Prepare annual and 2003 comprehensive revision estimates of fixed assets and consumer durable goods.	Prepare annual estimates of fixed assets and consumer durable goods; publish Fixed Assets volume.	Prepare annual estimates of fixed assets and consumer durable goods; publish annual article.	Prepare annual estimates of fixed assets and consumer durable goods; publish annual article.
International Submissions	Update NIPA estimates consistent with 1993 SNA for OECD. Prepare GFS for Treasury to submit to IMF.	Prepare NIPA estimates based on 2003 comprehensive revision consistent with 1993 SNA for OECD. Prepare GFS for Treasury to submit to IMF.	Update NIPA estimates consistent with 1993 SNA for OECD. Prepare GFS for Treasury to submit to IMF.	Update NIPA estimates consistent with 1993 SNA for OECD. Prepare GFS for Treasury to submit to IMF.	Update NIPA estimates consistent with 1993 SNA for OECD. Prepare GFS for Treasury to submit to IMF.
NIH Biomedical Research & Development (R&D) Price Index	Prepare estimates of biomedical R&D price index for NIH under reimbursable contract.	Prepare estimates of biomedical R&D price index for NIH under reimbursable contract.	Prepare estimates of biomedical R&D price index for NIH and finalize method for introducing new chain weighting procedures. This work is under reimbursable contract.	Prepare estimates of chain-type R&D biomedical price index for NIH under reimbursable contract.	Prepare estimates of chain-type R&D biomedical price index for NIH under reimbursable contract.
New Initiatives					
Implement North American Industry Classification System (NAICS)	Prepare for conversion of all income-side estimates to NAICS basis in comprehensive revision.	Publish NIPA comprehensive revision estimates on a NAICS basis; convert PPI source data from SIC to NAICS basis.	Publish fixed assets estimates on a NAICS basis, prepare for conversions associated with NAICS 2002, NAICS 2007, and North American Product Classification System.	Incorporate BLS prices on NAPCS basis in inventories; work with I-O staff to incorporate new NAPCS data into 2002 I-O table; begin developing NAPCS-based estimates.	Implement NAPCS-based estimates into PCE.
NIPA Central System Modernization	Test and implement the first phase of the new central system (joint with OCIO, contractor).	Begin second phase, developing enhancements for new central system (joint with OCIO, contractor).	Test and implement the second phase (joint with OCIO, contractor).	Evaluate central system for new enhancements.	
Alternative Measures of Saving	Update the measures.	Update the measures.	Update the measures.	Update the measures.	Evaluate measures of saving.
Interactive Web Data Access	Continue Web data access project.	Include fixed assets underlying detail on interactive site.	Develop search engine to customize choice of series.		
Convert Table Generation	Complete automation of remaining tables.				
New Quality-Adjusted Prices	Conduct research and develop new quality-adjusted prices. Submit proposals for prices of nonresidential structures, photocopy equipment, and other selected prices.	Conduct research and develop new quality-adjusted prices. If proposals are accepted, publish revised estimates.	Conduct research and develop new quality-adjusted prices.	Prepare proposal for incorporating BLS nonresidential construction price index into structures estimates.	If proposal is accepted, prepare comprehensive revision estimates.
Improved Services Measures	Conduct research and develop new measures of services, including insurance and financial. If proposals are accepted, prepare estimates.	Conclude and review contract research to develop new measures of services. Develop recommendations for implementation.	Continue research and implementation of new measures of services.	Prepare proposals on new measures of services.	If proposals are accepted, prepare comprehensive revision estimates.
Real-Time Scanner Data for PCE	Research real-time scanner data for estimating PCE by type of product.	Prepare proposal for implementing scanner data-based estimates.	Prepare and publish estimates of PCE goods incorporating real-time scanner data.	Update estimates.	Update estimates.
Improve Motor Vehicle Estimates Using Real-Time Data	Prepare used motor vehicles proposal. Study real-time data for motor vehicle average prices.	Prepare proposal for improved estimates of trucks and autos incorporating real-time data.	Reconcile net transactions in used assets in NIPA and fixed assets accounts.	Conduct research and prepare proposal to harmonize estimates of new cars and light trucks.	If proposal is accepted, prepare comprehensive revision estimates.
Accelerated Quarterly GDP and Monthly Personal Income and Outlays		Research methods and procedures required to produce accelerated quarterly GDP and monthly and personal income and outlays.	Prepare modifications to methods and procedures to produce accelerated GDP and personal income and outlays.	Contingent upon the full acceleration of Census and BEA monthly estimates of U.S. trade in goods and services, accelerate the release of quarterly GDP and monthly personal income and outlays by two weeks.	Continue to issue quarterly GDP and monthly personal income and outlays two weeks earlier and perform any needed research into improving the accelerated estimates.
Improved Goods Measures	Develop independent monthly estimates for prescription drugs.	Develop annual lines data for mail-order stores, computer stores, and office supply stores.	Extend PCE goods matrix to include industries for which only annual frequency data are available.	Research potential independent monthly estimates; e.g., fuel and coal and tobacco.	

BEA Strategic Plan for FY 2003–FY 2007, Detailed Table—Continued

NATIONAL ECONOMIC ACCOUNTS Programs and New Initiatives: FY 2003–FY 2007					
Programs	2003	2004	2005	2006	2007
Improved Estimates of Software Investment	Conduct research and develop improved software prices.	Conduct research and develop improved software prices, incorporate real-time data on business purchases of software.	Conduct research and develop improved measures of foreign transactions in software.		
Employee Stock Options	Conduct research and develop estimating methodology for employee stock options.	Conduct research and develop source data for employee stock options. Recommend possible changes to business surveys.	Conduct research and develop estimates for employee stock options.	Review latest accounting rules and source data for employee stock options. Recommend possible changes to business surveys.	
Federal Investment and Consumption System	Complete prototype system.	Test and implement system.			
Research Statistical Discrepancy	Research on possible sources of statistical discrepancy; improve estimates of GDP and GDI.	Research on possible sources of statistical discrepancy; improve estimates of GDP and GDI.	Research on possible sources of statistical discrepancy; improve estimates of GDP and GDI.	Research on possible sources of statistical discrepancy; improve estimates of GDP and GDI.	
Convert Time Series Package to FAME	Complete pre-revision conversions, testing and implementation.	Prepare post-revision conversions.	Complete all revision conversions, testing, and implementation.		
Misreporting Adjustments	Work with IRS to update measures of voluntary taxpayer compliance.	Work with IRS to update measures of voluntary taxpayer compliance.	Contract with Census Bureau to conduct CPS exact match study of taxpayer misreporting and work with IRS to update measures of voluntary taxpayer compliance.	Update measures of voluntary taxpayer compliance.	
Methodology Papers	Update methodology papers.	Update methodology paper for PCE and government. New methodology papers for other components.	Annual updates of all current methodology papers. New methodology papers for fixed assets.	Prepare CIPi methodology paper.	Produce fact sheets for each NIPA component estimate.
Re-engineer Private Capital Stock Estimates	Continue rewriting programs.	Test and implement programs.		Collaborate with OCIO to develop requirements for incorporating capital stock processing into NIPA central system.	Test and implement capital stock processing in the NIPA central system.
Re-engineer Government Capital Stock Estimates	Incorporate changes required for comprehensive revision.	Test and implement programs.	Complete programs.		
Revise Tables to De-emphasize Chained Dollars	Implement table redesign.	Publish redesigned tables as part of 2003 comprehensive revision.			
Recognize Government and Nonprofit Output	Implement proposal to recognize output.	Pursue additional research to produce improved measures of government output.	Research data availability for nonprofit institutions serving government.	Prepare proposal based on research.	If proposal is accepted, prepare comprehensive revision estimates.
Real Government and Nonprofit-by-Function Estimates	Implement simplified real government-by-function estimates.	Work to accelerate the release of real government-by-function estimates coincident with other annual only tables.			
Research to Revise Summary Accounts	If accepted, implement proposal to revise Summary accounts.	Publish revised Summary accounts.			
Research Sector Definitions	Conduct research on and prepare proposal for reclassifying capital costs of nonprofit institutions serving households from the business sector to the nonprofit sector in the NIPA.	If proposal is approved, reclassify nonprofit capital costs in the NIPA. Prepare proposal for fixed assets accounts. Conduct research on government enterprises and other sector issues.	If proposal is approved, reclassify nonprofit capital costs in fixed assets accounts. Conduct research on government enterprises and other sector issues.	Prepare proposal for modernizing sector definitions of government enterprises and noncorporate business.	If proposal is accepted, prepare comprehensive revision estimates.
Research Flow-of-Funds Integration	Publish preliminary attempt to consolidate a simple NIPA sector with the flow-of-funds accounts.	Continue research on integrating NIPAs with flow-of-funds accounts.	Continue research on integrating NIPAs with flow-of-funds accounts.	Publish preliminary complete set of integrated accounts.	Research to refine estimates.
Research on Compensation in Kind	Consider proposals on transportation and other forms of compensation in kind.	Conduct research on meals and tuition compensation in kind.	Conduct research on meals and tuition compensation in kind.	Prepare proposal on compensation in kind.	If proposal is accepted, prepare comprehensive revision estimates.
Research on Nonprofit Sector	Develop new tables to show nonprofit expenditures and economic activity.	Conduct additional research to fill gaps in nonprofit accounts.	Publish prototype nonprofit accounts.	Update measures.	
Research on Chain Inventories Method	If proposal is accepted, implement proposal for chain inventories method.	Publish revised estimates of inventories.			
Improved Capital Stock Estimates	If proposals are accepted, implement proposals.	Publish revised estimates of capital stock. Develop new research projects.	Develop reconciliation tables for NIPA private fixed investment and fixed asset investment by type of asset and by industry.	Conduct research on capital stock issues, such as service lives, used asset prices, and depreciation patterns.	Continue research on capital stock issues.

BEA Strategic Plan for FY 2003–FY 2007, Detailed Table—Continued

NATIONAL ECONOMIC ACCOUNTS Programs and New Initiatives: FY 2003–FY 2007					
Programs	2003	2004	2005	2006	2007
Interactive User-Defined Chain Aggregates		Prepare requirements and write programs for user-defined chain aggregates.	Test and implement programs.		
Research Sector Gross Output			Conduct research on source data for gross output by sector.	If data are available, construct proposal to prepare estimates of sector gross output.	If proposal is accepted, prepare comprehensive revision estimates of sector gross output.
Research on Taxes and Subsidies in Evaluation of Output by Sector		Investigate farm subsidies.	Research housing related taxes and subsidies.	Prepare proposal on taxes and subsidies.	If proposal is accepted, prepare improved gross output by sector comprehensive revision estimates.
Research NIPA/International Transactions Accounts (ITAs) Differences	If accepted, implement proposals to resolve differences between NIPAs and ITAs.	Publish revised estimates.			
Research Pension Benefits	If research is accepted, prepare and submit proposal for changes in comprehensive revision.	Research property income from pension plans and estimates of employers' contributions to deferred compensation plans.	Develop improved estimates of property income from pension plans and of employers' contributions to deferred compensation plans.	Prepare proposal on improved pension plan estimates.	If proposal is accepted, prepare comprehensive revision estimates.
Research Accrual Accounting	If research is accepted, prepare and submit proposal for incorporating improved estimates during the comprehensive revision.	Publish revised estimates.	Extend research on accrual accounting.	Prepare proposal based on research.	If proposal is accepted, prepare comprehensive revision estimates.
Research Government Inventories	If proposal is accepted, prepare revised estimates.	Publish revised estimates.	Extend research on government inventories.	Prepare proposal based on research.	If proposal is accepted, prepare comprehensive revision estimates.
Research Separate State and Local Government Estimates	Publish an article that presents separate estimates.				
Research on Reconciling Estimates of Defense Equipment and Change in Private Inventories		Conduct research on the inconsistency of timing for estimates of defense equipment and private inventories.	If research finds inconsistencies, prepare proposal to improve estimates.	If proposal is accepted, prepare improved historical estimates consistent with the proposal.	Complete the preparation of comprehensive revision estimates.
Research on PCE Classifications		Conduct research on PCE product and type-of-expenditure classifications relative to other government and international classifications.	Conclude research and prepare recommendations.	Prepare historical estimates consistent with recommendations.	Prepare comprehensive revision estimates.
Research Capitalization of Movies, Sound Recordings			Conduct research on recognizing production of motion pictures and sound recordings as fixed investment.	Prepare proposal and create historical estimates consistent with research findings.	If proposal is accepted, prepare comprehensive revision estimates.
Improved Change in Private Inventories	Add farm materials and supplies inventories.	Publish improved estimates.	Conduct research on classifying construction in progress as change in inventories.	Prepare proposal and create historical estimates consistent with research findings.	If proposal is accepted, prepare comprehensive revision estimates.
Research Imputing Rental Price for Government Capital		Conduct research on imputing a rate of return for government capital.	Outline work for imputing rental price for government capital.	Prepare proposal and create historical estimates consistent with research findings.	If proposal is accepted, prepare comprehensive revision estimates.
Quantity Indicators for Estimation of Government Output	Conduct research on quantity indicators for selected components of government output.	Continue research on quantity indicators for selected components of government output.	Continue research on quantity indicators for selected components of government output.	Develop proposal for preparing real estimates of selected components of government output using quantity indicators.	If proposal is accepted, prepare comprehensive revision estimates.
National Accounts Training		Design an in-house National Accounts Training program.	Implement an in-house National Accounts Training program.		
Research Production Account and Capital Inputs	Work with the Chief Economist and BLS to construct an aggregate production account.	Work with the Chief Economist and BLS to construct an aggregate production account.	Conduct research on measuring capital inputs as part of production account.	Continue research on measuring capital inputs as part of a production account.	
Research Consumer Durables Satellite Account			Work with Chief Economist to conduct research on implementing a satellite account.	Conduct research on implementing a satellite account.	
Research IRS Informational Returns	Conduct research on IRS information return (IR) interest data; begin research on IR compensation data.	Complete research in IR compensation data.	If IR data are useful, formalize data with IRS and begin to develop estimates using data.	Finalize estimates.	Update measures.
Improved Housing Output	Reclassify farm housing from farm to real estate industry; reclassify farm and nonfarm owner-occupied housing from business to household sector.	Publish improved estimates.			

BEA Strategic Plan for FY 2003–FY 2007, Detailed Table—Continued

INDUSTRY ACCOUNTS					
Programs and New Initiatives: FY 2003–FY 2007					
Programs	2003	2004	2005	2006	2007
Benchmark Input-Output (I-O) Accounts	Publish detailed data and documentation electronically for the 1997 Benchmark I-O Accounts; prepare and publish the 1997 Capital Flow tables.		Preparation of 2002 Benchmark I-O accounts, incorporating streamlined methodology (see below).	Preparation of 2002 Benchmark I-O accounts, incorporating streamlined methodology (see below).	Publish detailed data and documentation for the 2002 Benchmark I-O Accounts.
GDP-by-Industry Accounts	Publish GDP-by-Industry Accounts for 2001; prepare revised GDP-by-Industry Accounts consistent with 1997 Benchmark I-O and revised NIPAs for 2002.	Publish revised GDP-by-Industry Accounts consistent with 1997 Benchmark I-O and revised NIPAs, 1947–2002; prepare GDP-by-Industry Accounts for 2003.	Publish GDP-by-Industry Accounts for 2003; prepare GDP-by-Industry Accounts for 2004.	Publish GDP-by-Industry Accounts for 2004; prepare GDP-by-Industry Accounts for 2005.	Publish GDP-by-Industry Accounts for 2005; prepare GDP-by-Industry Accounts for 2006.
Annual I-O Accounts	Release Annual I-O Accounts for 1999; revise Annual I-O framework to be consistent with 1997 Benchmark I-O Accounts and revised NIPAs.	Publish NAICS-based Annual I-O Accounts for 2000, consistent with 1997 Benchmark I-O and revised NIPAs; prepare estimates for 2001 Annual I-O Accounts.	Publish Annual I-O Accounts for 2001; prepare estimates for 2002 Annual I-O Accounts.	Publish Annual I-O Accounts for 2002; prepare estimates for 2003 Annual I-O Accounts.	Publish Annual I-O Accounts for 2003; prepare estimates for 2004 Annual I-O Accounts.
Implement NAICS	Develop software and revise data files for annual programs to 1997 NAICS based source data; prepare for conversion to NAICS in public data files.			Revise data files for annual program to 2002 NAICS based source data (particularly new BLS PPI data based on 2002 NAICS).	Revise data files for annual program to 2002 NAICS based source data.
Foreign Trade Estimates	Prepare monthly estimates of merchandise exports and imports; complete conversion of concordance between Harmonized System (HS) and I-O classifications to a NAICS basis.	Prepare monthly estimates of merchandise exports and imports; maintain concordance between HS and I-O classifications.	Prepare monthly estimates of merchandise exports and imports; maintain concordance between HS and I-O classifications.	Prepare monthly estimates of merchandise exports and imports; maintain concordance between HS and I-O classifications.	Prepare monthly estimates of merchandise exports and imports; maintain concordance between HS and I-O classifications.
International Submissions	Prepare SNA-based, GDP-by-Industry Accounts for 1999–2001.	Develop procedures and software to prepare SNA-based, GDP-by-Industry Accounts on a NAICS basis.	Prepare SNA-based, GDP-by-Industry Accounts consistent with the comprehensive revision of the Accounts.	Prepare SNA-based, GDP-by-Industry Accounts for 2002–2004.	Prepare SNA-based, GDP-by-Industry Accounts for 2003–2005.
IT Re-engineering	Release expanded software with new analytical tools for accessing and manipulating I-O data from BEA Web site; modify further the web-based system to include NAICS-based I-O data; modify annual I-O and GDP-by-industry production processing systems for NAICS-based data.	Prepare modifications of benchmark I-O production processing system to incorporate data from the 2002 economic census and 2002 NAICS.	Complete modifications to benchmark I-O production processing system.		
New Initiatives					
Accelerated Annual I-O Accounts	Research methods and procedures required to produce accelerated annual I-O accounts.	Publish Annual I-O Accounts for 2000–2002.	Publish Annual I-O Accounts for 2001–2003.	Publish Annual I-O Accounts for 2002–2004.	Publish Annual I-O Accounts for 2003–2005.
Accelerated GDP-by-Industry Accounts	Evaluate methods developed to estimate advance nominal and real GDP-by-Industry Accounts.	Research methods for estimating advance 2002–2003 GDP-by-Industry Accounts on a NAICS basis.	Publish advance 2004 GDP-by-Industry Accounts.	Publish advance 2005 GDP-by-Industry Accounts.	Publish advance 2006 GDP-by-Industry Accounts.
Accelerated Gross State Product (GSP) Accounts	Coordinate with the Regional program on the development of software needed for the accelerated release of GSP Accounts.	Coordinate with the Regional program on the implementation of accelerated release of GSP Accounts.	Coordinate with the Regional program on the implementation of accelerated release of GSP Accounts.		
Improved Gross Output for Selected Services (GDP-by-industry)	Coordinate with NIWD on the preparation of short papers describing potential improvements to the services areas.	Coordinate with NIWD on the implementation of improvements to measures of output, prices, and quantities for selected services.			
Investigate and Implement Method to Produce Benchmark I-O Accounts using more Streamlined Methodology	Conduct research on ways to simplify production of Benchmark I-O Accounts and to increase efficient use of source data.	Evaluate alternative proposals for simplifying production of Benchmark I-O Accounts and increasing efficient use of source data; implement recommendations.			
Re-engineering for Data Transfer Between Census and BEA		Prepare requirements analysis for direct transfer of economic data between Census and IED, using standardized coding and formats.	Test and implement the new process for transferring economic data from Census to IED, using standardized coding and formats.		

BEA Strategic Plan for FY 2003–FY 2007, Detailed Table—Continued

INDUSTRY ACCOUNTS					
Programs and New Initiatives: FY 2003–FY 2007					
Programs	2003	2004	2005	2006	2007
Review and Partially Reconcile Industry Value Added I-O Accounts with GDP-by-Industry Accounts	Conduct research and develop methodologies to integrate GDP-by-Industry and I-O accounts; develop modifications to database systems.	Implement integration and publish integrated accounts.	Publish integrated accounts.	Publish integrated accounts.	Publish integrated accounts.
Improved Consistency of I-O, GDP-by-Industry, and GSP Estimates	Coordinate with the Regional program to identify differences in data sources, estimating methods, definitions, and classification conventions that result in inconsistencies of estimates from the I-O, GDP-by-Industry, and GSP Accounts.	Conduct research to improve consistency of industry gross output and value added estimates from the I-O, GDP-by-Industry, and GSP Accounts; document findings and make recommendations.	Implement recommendations for improving consistency of industry gross output and value added estimates from the I-O, GDP-by-Industry, and GSP Accounts.		
NAICS-Based GDP-by-Industry Accounts, 1992–99			Backcast GDP-by-Industry Accounts, 1992–99, from SIC to NAICS; research and implementation to be supported by contractor.	Publish GDP-by Industry data for 1992–99.	
Review and Research to Improve Legacy Estimating Rules Used for Benchmark I-O Accounts	Conduct research to validate or improve methods determined to have a significant impact on accuracy of the accounts; prepare short papers on findings.	Complete research to validate or improve methods determined to have a significant impact on accuracy of the accounts; complete the preparation of short papers on findings; make recommendations.	Implement recommendations.		
Review and Reconcile Gross Output with Comparable BLS Measures	With the Chief Economist, review and reconcile gross output with comparable BLS measures of nominal and real gross output; work with BLS to prepare a paper that documents and explains the major differences between manufacturing and nonmanufacturing measures.	Work with the Chief Economist to prepare short papers that document and explain the major differences between manufacturing and nonmanufacturing measures.	Work with the Chief Economist to prepare short papers that document and explain the major differences between manufacturing and nonmanufacturing measures.		
Distribution of Profits by Type of Company to Industries	Investigate and develop alternative methods for the distribution of company profits to establishment-based industries.	Incorporate improved methods for distributing company-based profits to establishment-based industries into the annual I-O and GDP-by-Industry Accounts.			
IT Re-engineering	Design processing system to integrate GDP-by-Industry and I-O accounts.	Implement processing system to integrate GDP-by-Industry and I-O accounts.			
Travel and Tourism Satellite Accounts	Design, develop and implement systems to produce Travel and Tourism Satellite Accounts data for the annual I-O accounts; research and develop annual data required for the accounts; produce quarterly estimates of tourism industries sales.	Benchmark travel and tourism accounts to NIPA comprehensive revision; develop employment estimates for annual and quarterly estimates; produce quarterly estimates of tourism industry sales.	Publish annual Travel and Tourism Satellite Accounts and quarterly sales of tourism industries.	Publish annual Travel and Tourism Satellite Accounts and quarterly sales of tourism industries.	Publish annual Travel and Tourism Satellite Accounts and quarterly sales of tourism industries.
Improved Nonprofit Estimates (Benchmark I-O Accounts)	Coordinate with NIWD on development of new tables to show nonprofit expenditures and economic activities.	Coordinate with NIWD on research to fill gaps in nonprofit accounts.	Coordinate with NIWD on preparing prototype nonprofit accounts.		
Annual Business Investment Data			Research feasibility of producing annual capital flow tables based on annual I-O accounts. Research includes identifying data sources, developing estimation techniques, modifying systems to implement and publish the accounts.	Research and develop program to produce annual estimates based on the benchmark I-O tables, and to improve quality of future benchmark capital flow tables.	Research and develop program to produce annual estimates based on the benchmark I-O tables, and to improve quality of future benchmark capital flow tables.
Annual Employment Tables			Research on feasibility of including compensation and employment in the annual I-O accounts. Initial research to develop employment estimates for the 1997 benchmark accounts.	Further research to develop data and data processing required to produce employment and compensation estimates as part of the annual I-O accounts.	Release estimates annually.
Valuation of Output from Producer's Prices to Basic Prices		Research on feasibility of changing valuation of output in coordination with NIWD.	Develop methodologies for changing valuation in industry accounts.	Develop systems for incorporating changes in Industry accounts.	

BEA Strategic Plan for FY 2003–FY 2007, Detailed Table—Continued

INTERNATIONAL ACCOUNTS					
Programs and New Initiatives: FY 2003–FY 2007					
Programs	2003	2004	2005	2006	2007
Balance of Payments (BOP) Accounts	Prepare estimates for the BOP accounts.	Prepare estimates for the BOP accounts.	Prepare estimates for the BOP accounts.	Prepare estimates for the BOP accounts.	Prepare estimates for the BOP accounts.
International Investment Position (IIP) Estimates	Prepare annual estimates of the IIP.	Prepare annual estimates of the IIP.	Prepare annual estimates of the IIP.	Prepare annual estimates of the IIP.	Prepare annual estimates of the IIP.
Benchmark and Annual Financial and Operating (F&O) Data	Prepare F&O estimates.	Prepare F&O estimates.	Prepare F&O estimates.	Prepare F&O estimates.	Prepare F&O estimates.
Analyses and Articles	Prepare articles and analyses.	Prepare articles and analyses.	Prepare articles and analyses.	Prepare articles and analyses.	Prepare articles and analyses.
New Initiatives					
Research Understatement of Goods Trade Estimates and Develop Bias Adjustments	Support Census Bureau efforts to make electronic reporting by exporters mandatory. Continue research into understatements.	Evaluate size of remaining potential understatements. Assess what further work is necessary.	Work with Census Bureau to address remaining undercounts. Consider appropriateness of a bias adjustment.		
Accelerate Monthly Estimates of U.S. Trade in Goods and Services	Working jointly with Census Bureau, accelerate the release by about one week.	Working jointly with Census Bureau, develop estimation routines to permit an additional two week acceleration of the trade release (so that it is issued about 30 days after the close of the reference month).	Issue the monthly release 30 days after the close of the reference month, and perform any needed research into improving the accelerated estimates.	Issue the monthly release 30 days after the close of the reference month, and perform any needed research into improving the accelerated estimates.	Issue the monthly release 30 days after the close of the reference month, and perform any needed research into improving the accelerated estimates.
Derivatives	Assist Treasury in designing a survey of positions and transactions in derivatives. Also, assist Treasury in seeking OMB clearance of survey.	Assist Treasury in seeking OMB clearance of survey. Depending on date of clearance, quarterly surveys are conducted.	Quarterly surveys are conducted; data are assessed for potential inclusion in the international transaction accounts (ITAs).	Surveys continue to be conducted, and results are included in the ITAs.	Surveys continue to be conducted, and results are included in the ITAs.
NAICS	Publish NAICS-based estimates from annual survey of USDIA. Update classification coding booklet to reflect NAICS 2002. Introduce NAICS into direct investment balance of payments time series data.	Publish 2002 FDIUS benchmark data on NAICS 2002 basis.	Collect 2004 USDIA benchmark data on a NAICS 2002 basis.	Process 2004 USDIA benchmark data on a NAICS 2002 basis.	Publish all surveys on a NAICS basis.
Quarterly Services Surveys	Seek OMB clearance of quarterly services surveys; develop estimation routines and processing systems for quarterly surveys.	Conduct quarterly services surveys beginning with the first quarter of 2004.	Continue to conduct quarterly services surveys.	Continue to conduct quarterly services surveys.	Continue to conduct quarterly services surveys.
Improve Estimates of Short-Term Financial Instruments	Incorporate estimates of short-term claims (December 2001 survey measurement date) in the accounts.	Incorporate estimates of short-term liabilities (June 2002 survey measurement date) in the accounts.	Incorporate estimates of short-term claims (December 2003 survey measurement date) and liabilities (June 2003 survey measurement date) in the accounts.	Incorporate estimates of short-term claims (December 2004 survey measurement date) and liabilities (June 2004 survey measurement date) in the accounts.	Continue incorporating estimates of short-term claims and liabilities, based on annual portfolio investment surveys.
Institute More Frequent Surveys of Portfolio Investment Assets and Liabilities	Incorporate results of benchmark asset survey (December 2001 survey measurement date). Continue working with Treasury to design the annual asset survey covering 2003 and later years.	Annual portfolio investment surveys of assets (December measurement date, beginning in 2003) and liabilities (June measurement date, beginning in 2002) are conducted by Treasury. Incorporate results from June 2002 liability survey into the accounts.	Incorporate results from the annual portfolio investment surveys of assets (December 2003) and liabilities (June 2003) into the accounts.	Incorporate results from the annual portfolio investment surveys of assets (December 2004) and liabilities (June 2004) into the accounts.	Incorporate results from the annual portfolio investment surveys of assets (December 2005) and liabilities (June 2005) into the accounts.
Improve Web site	For direct investment, work on re-engineering of table production system and reformatting of historical data.	For direct investment data, complete re-engineering of table production system and reformatting of historical data.	Review and re-evaluate Web site, to ensure it effectively meets users needs.	Review and re-evaluate Web site, to ensure it effectively meets users needs.	Review and re-evaluate Web site, to ensure it effectively meets users needs.
Utilize Stratified or Other Sampling Technique	Draft reporting regulations to allow stratified or other sampling techniques in the annual survey of FDIUS.	Process the annual (2003) survey of FDIUS using appropriate sampling techniques.	Incorporate stratified or other sampling techniques into the annual survey of USDIA.	Conduct both the FDIUS and USDIA annual surveys using appropriate sampling techniques.	Conduct both the FDIUS and USDIA annual surveys using appropriate sampling techniques.

BEA Strategic Plan for FY 2003–FY 2007, Detailed Table—Continued

INTERNATIONAL ACCOUNTS					
Programs and New Initiatives: FY 2003–FY 2007					
Programs	2003	2004	2005	2006	2007
Expand Services Data Collection (Excluding Quarterly Surveys)	Conduct updated annual survey to include coverage of medical services; publish final benchmark survey results; broaden services coverage, as appropriate.	Redesign benchmark survey of financial services as needed to close any gaps and ensure coverage of new services; broaden services coverage, as appropriate.	Conduct redesigned benchmark survey of financial services; broaden services coverage, as appropriate.	Make necessary additions to coverage of international services.	Make necessary additions to coverage of international services.
Prepare Additional Special Studies	Prepare special studies to extend analysis of data of the International Economics Directorate. Such studies may be on the data collection system; supplemental current account measures; measurement difficulties; etc.	Prepare special studies to extend analysis of data of the International Economics Directorate. Such studies may be on the data collection system; supplemental current account measures; measurement difficulties; etc.	Prepare special studies to extend analysis of data of the International Economics Directorate. Such studies may be on the data collection system; supplemental current account measures; measurement difficulties; etc.	Prepare special studies to extend analysis of data of the International Economics Directorate. Such studies may be on the data collection system; supplemental current account measures; measurement difficulties; etc.	Prepare special studies to extend analysis of data of the International Economics Directorate. Such studies may be on the data collection system; supplemental current account measures; measurement difficulties; etc.
Update Statistical Methods in Light of International Statistical Standards	Develop new methodology for estimating insurance services. Work with IMF on updating international statistical standards, including differentiating between direct investment and other types of investment.	Incorporate the updated insurance methodology into the accounts. Monitor and contribute to the work of the IMF in updating BPM5, and keep abreast of possible expansions of the Special Data Dissemination Systems (SDDS). Consider appropriateness of adopting new and updated standards for the U.S. international accounts.	Make progress in resolving significant differences.	Make progress in resolving significant differences.	Make progress in resolving significant differences.
Electronic Data Collection	Implement electronic reporting on benchmark and new investment surveys of FDIUS and on annual surveys of construction, insurance, royalties and license fees, and selected services.	Implement electronic reporting on annual survey of FDIUS. Allow respondents to the new quarterly surveys of international services to utilize electronic reporting.	Implement electronic reporting on benchmark survey of USDIA and benchmark survey of financial services.	Implement electronic reporting on all international surveys; continue to refine the system.	Continue to offer electronic reporting as an option, and refine it as appropriate.

BEA Strategic Plan for FY 2003–FY 2007, Detailed Table—Continued

REGIONAL ACCOUNTS					
Programs and New Initiatives: FY 2003–FY 2007					
Programs	2003	2004	2005	2006	2007
Annual/Benchmark State Personal Income (SPI) Including Disposable SPI	Prepare SPI with NAICS 2002 industries.	Prepare SPI with NAICS 2002 industries. Prepare comprehensive revisions.	Prepare SPI with NAICS 2002 industries. Complete comprehensive revisions.	Prepare SPI with NAICS 2002 industries. Publish State Personal Income publication.	Prepare SPI with NAICS 2002 industries.
Annual/Benchmark GSP	Prepare annual 2001 GSP estimates on SIC basis.	Prepare benchmark 2002 GSP estimates on NAICS basis.	Prepare annual 2003 GSP estimates on NAICS basis only. Incorporate comprehensive revisions.	Prepare annual 2004 GSP estimates on NAICS basis only. Prepare a draft of a GSP Methodology volume.	Prepare annual 2005 GSP estimates on NAICS basis only. Publish GSP Methodology volume.
Quarterly SPI	Prepare quarterly SPI with NAICS 2002 industries for 2001 and 2002 with no overlap.	Prepare quarterly SPI with NAICS 2002 industries. Prepare comprehensive revisions.	Prepare quarterly SPI with NAICS 2002 industries. Complete comprehensive revisions.	Prepare quarterly SPI with NAICS 2002 industries.	Prepare quarterly SPI with NAICS 2002 industries.
Annual and Benchmark Local Area Personal Income (LAPI)	Prepare LAPI with NAICS 2002 industries for 2001 with no overlap with SIC industries.	Prepare LAPI with NAICS 2002 industries. Complete comprehensive revisions.	Prepare LAPI with NAICS 2002 industries.	Prepare LAPI with NAICS 2002 industries.	Prepare LAPI with NAICS 2002 industries.
Regional Input-Output Multipliers	Convert to NAICS (conversion by IED and REMD are prerequisites). Incorporate 1999 national annual I-O table into RIMS.	Prepare multipliers on NAICS basis and incorporate NIPA 2003 benchmark revisions.	Incorporate 2000 national annual I-O table into RIMS.	Research regionalizing the national make and use table rather than the direct requirements table.	Implement regionalization of the national make and use table in RIMS.
Implement NAICS Regional Program	Convert all GSP source data from NAICS to SIC. Prepare GSP estimation programs for conversion to NAICS. Prepare local area personal income on NAICS basis.	Begin implementation of NAICS in GSP.	Prepare GSP estimates on NAICS basis.	Research extending NAICS-based GSP estimates back in time to 1997.	Implement extension of NAICS-based GSP estimates back in time to 1997.
New Initiatives					
Accelerate Metropolitan Area Personal Income (MAPI)	Document source data schedules and establish partnerships with source data agencies to accelerate data availability.	Prepare data files and develop and test estimation software to produce preliminary annual MAPI. Investigate disposable MAPI.	Produce and release accelerated estimates of preliminary annual MAPI. Continue investigation of disposable MAPI.	Continue release of accelerated estimates of preliminary annual MAPI. Complete investigation of disposable MAPI.	Research and evaluate the quality of the accelerated estimates of preliminary annual MAPI.
Accelerate GSP	Prepare data files and develop estimation software. Produce advance total GSP for reference year 2002.	Implement advance estimates for 2003 total GSP. Produce experimental advance industry estimates of GSP for 1-digit industries.	Implement advance 2004 GSP for total and 1-digit industries.	Monitor errors and revisions in advance estimates and modify procedures and/or source data as appropriate.	Implement advance 2006 GSP for total and sector-level NAICS industries.
Accelerate County-Level Personal Income	Begin research on acceleration of county-level personal income.	Document source data schedules and establish partnerships with source data agencies to accelerate data availability. Begin work to identify new computer processes to reduce processing time frame.	Work on new sources and methods for producing selected components of personal income. Identify new computer processes to reduce processing time frame.	Produce and release accelerated estimates of county personal income.	Continue producing and releasing accelerated estimates of county personal income. Research and evaluate the quality of the initial accelerated estimates of county personal income.
Develop Revised BEA Economic Areas		Initiate research into revised BEA economic areas.	Develop new BEA economic areas.	Monitor use of new BEA economic areas.	Begin assessing the use of the ACS for commuting patterns to be used in future revisions to BEA economic areas.
Implement Results of Stock Options Research	Begin research with BLS to develop ways to identify and estimate items that are not recorded in the ES202 wage data for selected states.	Document the items that are not recorded in the ES202 wage data for selected states.	Develop and test procedures for estimating items not recorded in the ES202 wage data for selected states.	Implement procedures to estimate items that are not recorded in the ES202 wage data for selected states.	Produce regular estimates of items that are not recorded in ES202 wage data.
Prepare Pensions Received by State	Complete research into pension definitions. Identify and document the kinds of pensions and other retirement vehicles that currently exist. Document the treatment of each kind of retirement program in personal income.	Release addendum table to SPI. Continue research into what should be included as pension distributions. Coordinate results within BEA.	Investigate alternative data sources to get more precise estimates of the receipt of pension income by state. Continue releasing addendum table.	Produce regular estimates of pensions received by state.	Continue to research and evaluate state level sources of pension distributions. Continue producing regular estimates of pensions received by state.
Interagency Work: NAICS, North American Product Classification System (NAPCS), American Community Survey (ACS)	Research use of ACS results on a regular basis. Continue ECPC staff work.	Evaluate ACS results as basis for journey-to-work estimates. Continue ECPC staff work.	Continue ECPC staff work on NAICS and NAPCS.	Continue ECPC staff work on NAICS and NAPCS.	Continue ECPC staff work on NAICS and NAPCS and publish NAICS 2007 manual.
Improve Consistency of I-O, GDP, and GSP	Consult with representatives from IED and NIWD on issues related to improving consistency between state and national estimates of value added by industry.	Develop data and computer software needed to implement changes. Produce preliminary GSP estimates based on consistency improvements.	Implement changes to the GSP estimates that are consistent with improvements made in the national GDP-by-industry and I-O estimates.	Continue making changes to the GSP estimates that are consistent with improvements made in the national GDP-by-industry and I-O estimates.	Continue making changes to the GSP estimates that are consistent with improvements made in the national GDP-by-industry and I-O estimates.
Prepare Sub-state Gross Product Estimates			Begin investigating bottom-up estimates of metropolitan area and BEA economic area gross product.	Continue research into bottom-up estimates of metropolitan area and BEA economic area gross product.	Prepare pilot estimates of metropolitan area and BEA economic area gross product.

BEA Strategic Plan for FY 2003–FY 2007, Detailed Table—Continued

IMPROVEMENTS TO METHODS AND DATA Programs and New Initiatives: FY 2003–FY 2007					
Programs	2003	2004	2005	2006	2007
Expansion of Coverage of BLS Current Employment Survey (CES) 790 Program	Continue discussions with BLS about expanding definition to all employees hours and earnings concept. Explore the impact of CES probability sample design on revisions to BEA wage and salary estimates.	Continue discussions with BLS about expanding definition to all employees hours and earnings concept.	Begin integration of BLS expansion of CES to all employees hours and earnings concept.		
Work with Census in Obtaining 2002 Economic Census Data	Hold meetings with Census divisions to discuss progress of 2002 economic census and potential requests for new special tabulations as needed.	Begin review of initial data releases from 2002 economic census to get early indication of impact on our programs.	Begin work with Census on questionnaire review for the 2007 economic census to ensure our data needs are communicated.	Continue work with Census on questionnaire review for the 2007 economic census to ensure our data needs are communicated.	Continue work with Census on questionnaire review for the 2007 economic census to ensure our data needs are communicated.
Expand Other Economic Census and Survey Programs	Work with Census Governments Division to set BEA data priorities. Continue working with Census to expand Services Annual Survey (SAS).	Work with Census Governments Division to set BEA data priorities. Continue working with Census to expand Services Annual Survey (SAS).	Work with Census Governments Division to set BEA data priorities. Continue working with Census to expand Services Annual Survey (SAS).		
Revision Studies	Assist the Regional Division in study of revisions for State Personal Income.	Assist the Regional Division in study of revisions for State Personal Income.	Study of revisions in national accounts since previous study.	Revision paper for the national accounts.	
Conduct Research for Satellite Accounts such as R&D	Undertake innovative research by constructing experimental satellite accounts.	Undertake innovative research by constructing experimental satellite accounts.	Undertake innovative research by constructing experimental satellite accounts.	Undertake innovative research by constructing experimental satellite accounts.	Undertake innovative research by constructing experimental satellite accounts.
Revisions to NAICS and Development of NAPCS	Work with Census and BLS on planning 2007 revision to NAICS and the development of NAPCS.	Work with Census and BLS on planning 2007 revision to NAICS and the development of NAPCS.	Work with Census and BLS on planning 2007 revision to NAICS and the development of NAPCS.	Work with Census and BLS on planning 2007 revision to NAICS and the development of NAPCS.	Work with Census and BLS on planning 2007 revision to NAICS and the development of NAPCS.
Liaison with Research Community	Maintain contacts with the research community; fund research of interest to BEA when budget allows.	Maintain contacts with the research community; fund research of interest to BEA when budget allows.	Maintain contacts with the research community; fund research of interest to BEA when budget allows.	Maintain contacts with the research community; fund research of interest to BEA when budget allows.	Maintain contacts with the research community; fund research of interest to BEA when budget allows.
Data Sharing among Federal Statistical Agencies	Work with IRS and Treasury along with other statistical agencies to make Title 26 consistent with new data sharing legislation.	Developing Memoranda of Understanding to implement data sharing.			
Information Quality Guidelines	Address comments/complaints and file reports with OMB.	Address comments/complaints and file reports with OMB.	Address comments/complaints and file reports with OMB.	Address comments/complaints and file reports with OMB.	Address comments/complaints and file reports with OMB.
Advisory Committees	Seek expert advice from experts through meetings of the BEA Advisory and FESAC (joint BEA, BLS, and Census) committees.	Seek expert advice from experts through meetings of the BEA Advisory and FESAC (joint BEA, BLS, and Census) committees.	Seek expert advice from experts through meetings of the BEA Advisory and FESAC (joint BEA, BLS, and Census) committees.	Seek expert advice from experts through meetings of the BEA Advisory and FESAC (joint BEA, BLS, and Census) committees.	Seek expert advice from experts through meetings of the BEA Advisory and FESAC (joint BEA, BLS, and Census) committees.
Homeland Security	Liaison with ESA to provide input from BEA on economic analyses of Homeland Security issues.	Liaison with ESA to provide input from BEA on economic analyses of Homeland Security issues.	Liaison with ESA to provide input from BEA on economic analyses of Homeland Security issues.	Liaison with ESA to provide input from BEA on economic analyses of Homeland Security issues.	Liaison with ESA to provide input from BEA on economic analyses of Homeland Security issues.

BEA Strategic Plan for FY 2003–FY 2007, Detailed Table—Continued

MANAGEMENT Programs and New Initiatives: FY 2003–FY 2007					
Programs	2003	2004	2005	2006	2007
Recruit, Develop, and Retain a High-Quality, Diverse Workforce	Put in place succession planning.	Evaluate effectiveness of succession planning efforts. Develop further improvements.	Evaluate effectiveness of succession planning efforts. Develop further improvements.	Evaluate effectiveness of succession planning efforts. Develop further improvements.	Evaluate effectiveness of succession planning efforts. Develop further improvements.
	Act on results of employee survey from 2002 and conduct new survey, publish results.	Conduct employee survey, publish, and act on results.	Conduct employee survey, publish and act on results.	Conduct employee survey, publish and act on results.	Conduct employee survey, publish and act on results.
	Continue use of recruitment and retention supplemental programs.	Evaluate effectiveness of recruitment and retention efforts. Develop further improvements.	Evaluate effectiveness of workforce development and recruitment programs, develop further improvements.	Evaluate effectiveness of workforce development and recruitment programs, develop further improvements.	Evaluate effectiveness of workforce development and recruitment programs, develop further improvements.
	Implement quality of work life program.	Evaluate effectiveness of quality of life program. Develop further improvements.	Evaluate effectiveness of quality of life program. Develop further improvements.	Evaluate effectiveness of quality of life program. Develop further improvements.	Evaluate effectiveness of quality of life program. Develop further improvements.
		Conduct comprehensive assessment of training program and develop/implement new program.	Evaluate effectiveness of training program, develop further improvements.	Evaluate effectiveness of training program, develop further improvements.	Evaluate effectiveness of training program, develop further improvements.
	Seek limited HR authority to improve recruitment efforts.				
Know, Understand, and Respond Better to Customers, Partners, and Survey Respondents	Continue with increased outreach efforts to all customers, stakeholders, and partners.	Develop additional measures for increased outreach efforts.	Increase outreach efforts to all customers, stakeholders and partners.	Increase outreach efforts to all customers, stakeholders and partners.	Increase outreach efforts to all customers, stakeholders and partners.
	Conduct customer survey and act on results.	Conduct customer survey and act on results.	Conduct customer survey and act on results.	Conduct customer survey and act on results.	Conduct customer survey and act on results.
	Hold annual users conference.	Hold annual users conference.	Hold annual users conference.	Hold annual users conference.	Hold annual users conference.
	Conduct BEA Advisory Committee meetings.	Conduct BEA Advisory Committee meetings.	Conduct BEA Advisory Committee meetings.	Conduct BEA Advisory Committee meetings.	Conduct BEA Advisory Committee meetings.
Enhance BEA's Outreach to Customers and Data Users	Continue with bottom-up development of detailed operating budget.	Seek additional measures for improving and communicating improvements to BEA financial management.	Conduct comprehensive evaluation of budget functions. Act on results of evaluation.		
	Develop communications and outreach strategy for BEA and develop logo and branding concepts for BEA.	Support logo and branding items and develop additional outreach materials.	Support continued outreach efforts to educate data users on BEA programs and activities.	Support continued outreach efforts to educate data users on BEA programs and activities.	Support continued outreach efforts to educate data users on BEA programs and activities.
Improve and Expand the Availability and Usefulness of the Publication of BEA's Statistical Information in Print, for Electronic Media, and on the Web	Assess scope and effectiveness of BEA's dissemination activities across program areas.	Identify and implement specific improvements in response to customer feedback.	Conduct comprehensive evaluation of BEA dissemination program. Initiate further actions based on this evaluation.		Conduct comprehensive evaluation of dissemination programs and act on results.
	Implement publication design improvements.	Enhance presentation of the SURVEY OF CURRENT BUSINESS and other publications on the Web.			
	Assess desirability and feasibility of reviewing electronic products and Web postings.	Develop and implement plan to increase electronic products and Web posting.		Research and evaluate new technologies for statistical data presentation on the BEA Web site.	Implement new statistical data presentation formats for the web, conduct usability testing and evaluate results.
	Initiate Web site redesign consulting contract.	Complete Web site redesign and evaluate Web site effectiveness.			
Improve Financial Management	Provide product cost information to managers.	Provide BEA managers with financial data necessary to manage programs.			
			Conduct comprehensive analysis of BEA financial management and seek measures for improvement.		Conduct comprehensive analysis of BEA financial management and seek measures for improvement.
	Develop and implement a Management Information System (MIS) for executive staff for better budget resource management.	Expand Management Information System (MIS) access to all managers.	Expand Management Information System (MIS) to include HR data.	Evaluate Management Information System (MIS) system for effectiveness, put in place improvement measures.	
Develop employee core competency and training needs			Begin core competency assessment.	Implement HR strategies based on core competencies.	Evaluate and refine HR strategies based on core competencies.
Employee safety			Install PA system.		

BEA Strategic Plan for FY 2003–FY 2007, Detailed Table—Continued

OFFICE OF CHIEF INFORMATION OFFICER IT Programs and Major Projects: FY 2003–FY 2007					
Programs	2003	2004	2005	2006	2007
Major Projects – Maintain Voice and Telecommunications	Replace phone system.	Investigate video conferencing.	If approved, implement video conferencing.		Investigated upgrades to the telephone system.
	Upgrade voice mail system.	Research our use of the WITS 2001 contract to (possibly) reduce phone charges based on changes related to the new phone system.		Investigate upgrade voice mail system.	
Operations – Maintain Voice and Telecommunications	Maintain telephone and voice mail systems	Maintain telephone and voice mail systems	Maintain telephone and voice mail systems	Maintain telephone and voice mail systems	Maintain telephone and voice mail systems
	Coordinate WITS 2001 and FTS2001 contract issues with Department of Commerce and GSA.	Coordinate WITS 2001 and FTS2001 contract issues with Department of Commerce and GSA.	Coordinate WITS 2001 and FTS2001 contract issues with Department of Commerce and GSA.	Coordinate WITS 2001 and FTS2001 contract issues with Department of Commerce and GSA.	Coordinate WITS 2001 and FTS2001 contract issues with Department of Commerce and GSA.
	Maintain and monitor contracts for Internet (ISP) service and network infrastructure maintenance.	Maintain and monitor contracts for Internet (ISP) service and network infrastructure maintenance.	Maintain and monitor contracts for Internet (ISP) service and network infrastructure maintenance.	Maintain and monitor contracts for Internet (ISP) service and network infrastructure maintenance.	Maintain and monitor contracts for Internet (ISP) service and network infrastructure maintenance.
	Review Internet access capacities for possible bandwidth upgrade.	Review Internet access capacities for possible bandwidth upgrade.	Review Internet access capacities for possible bandwidth upgrade.	Review Internet access capacities for possible bandwidth upgrade.	Review Internet access capacities for possible bandwidth upgrade.
Major Projects – Maintain Local Area Network	Complete LAN infrastructure upgrade.	Complete upgrade to new operating systems.		Investigate the upgrade network hub, switches, and routers.	If accepted, implement the upgrade network hub, switches, and routers.
	Upgrade perimeter security infrastructure.	Upgrade perimeter security infrastructure.	Investigate the upgrade of perimeter firewalls and security systems.	If accepted, implement the upgrade of perimeter firewalls and security systems.	
	Initiate upgrade of SAN storage capability for the LAN.	Complete upgrade of SAN storage capability.	Add storage capacity to the SAN system.		
	Implement new remote access capabilities (e.g. VPN).	Research and implement new remote access capabilities.			
	Evaluate file server consolidation and replacement. Investigate and implement new or upgraded operating systems.	Complete file server and server consolidation upgrades.		Investigate file server and operating system upgrades.	If approved, implement file server and operating system upgrades.
	Research and implement an attachment blocking policy for incoming Internet E-Mail.	Investigate higher bandwidth access to the desktop.	If accepted, implement higher bandwidth access to the desktop.		
	Complete upgrade of Windows-NT servers to Windows 2000 Server.	Review and assess database application servers for upgrade.	If necessary, upgrade database application servers.		
	Upgrade software and operating systems on the BEA Intranet site.	Upgrade software and operating systems on the BEA Internet site.	Upgrade software and operating systems on the BEA Intranet site.	Upgrade software and operating systems on the BEA Internet site.	Upgrade software and operating systems on the BEA Intranet site.
	Implement replicated BEA Web site for disaster recovery purposes.		Upgrade network backup and recovery systems.		
	Upgrade disaster recovery contract to meet expanding Bureau needs.		Upgrade disaster recovery contract to meet expanding Bureau needs.		Upgrade disaster recovery contract to meet expanding Bureau needs.
	Investigate upgrade for the E-mail system.	Complete E-mail system upgrade.			
	Upgrade desktop management / LAN policy management software.				
	Upgrade telecommuting infrastructure, offer services for telecommuting.				
Operations – Maintain Local Area Network	Maintain LAN hardware, system software and backup systems.	Maintain LAN hardware, system software and backup systems.	Maintain LAN hardware, system software and backup systems.	Maintain LAN hardware, system software and backup systems.	Maintain LAN hardware, system software and backup systems.
	Monitor LAN operations 7 x 24 x 365 and provide network support.	Monitor LAN operations 7 x 24 x 365 and provide network support.	Monitor LAN operations 7 x 24 x 365 and provide network support.	Monitor LAN operations 7 x 24 x 365 and provide network support.	Monitor LAN operations 7 x 24 x 365 and provide network support.
	Manage network and telecom infrastructure.	Manage network and telecom infrastructure.	Manage network and telecom infrastructure.	Manage network and telecom infrastructure.	Manage network and telecom infrastructure.
	Test and upgrade Disaster Recovery Plan.	Test and upgrade Disaster Recovery Plan.	Test and upgrade Disaster Recovery Plan.	Test and upgrade Disaster Recovery Plan.	Test and upgrade Disaster Recovery Plan.
	Monitor / provide user support for Enterprise E-mail operations.	Monitor / provide user support for Enterprise E-mail operations.	Monitor / provide user support for Enterprise E-mail operations.	Monitor / provide user support for Enterprise E-mail operations.	Monitor / provide user support for Enterprise E-mail operations.
	Implement daily pick up / tape storage for differential tape backups.	Implement daily pick up / tape storage for differential tape backups.	Implement daily pick up / tape storage for differential tape backups.	Implement daily pick up / tape storage for differential tape backups.	Implement daily pick up / tape storage for differential tape backups.
	Provide 24-hour Web hardware and software support.	Provide 24-hour Web hardware and software support.	Provide 24-hour Web hardware and software support.	Provide 24-hour Web hardware and software support.	Provide 24-hour Web hardware and software support.
	Assess network operations for efficiency.	Assess network operations for efficiency.	Assess network operations for efficiency.	Assess network operations for efficiency.	Assess network operations for efficiency.

BEA Strategic Plan for FY 2003–FY 2007, Detailed Table—Continued

OFFICE OF CHIEF INFORMATION OFFICER IT Programs and Major Projects: FY 2003–FY 2007					
Programs	2003	2004	2005	2006	2007
Major Projects – Maintain Workstations	Upgrade various COTS software as needed.	Upgrade various COTS software as needed.	Upgrade various COTS software as needed.	Upgrade various COTS software as needed.	Upgrade various COTS software as needed.
	Continue to investigate and implement new mobile technology.	Continue to investigate and implement new mobile technology.	Continue to investigate and implement new mobile technology.	Continue to investigate and implement new mobile technology.	Continue to investigate and implement new mobile technology.
	Evaluate virus protection software.	Upgrade virus protection software pending evaluation outcome.	Evaluate virus protection software.	Upgrade virus protection software pending evaluation outcome.	Evaluate virus protection software.
	Review and update SAT documentation on the Intranet.				
	Implement software inventory tracking system.				
		If approved, procure 75 laptops for telecommuting.			
	Investigate Desktop operating system upgrade.	Upgrade Desktop Operating System and Upgrade Office Automation Suite.	Investigate Desktop operating system upgrade.	Upgrade Desktop Operating System and Upgrade Office Automation Suite.	Investigate Desktop operating system upgrade.
Operations – Maintain Workstations	Maintain desktop hardware and software support.	Maintain desktop hardware and software support.	Maintain desktop hardware and software support.	Maintain desktop hardware and software support.	Maintain desktop hardware and software support.
	Replace 1/3 desktop and 1/3 laptops computers.	Replace 1/3 desktop and 1/3 laptops computers.	Replace 1/3 desktop and 1/3 laptops computers.	Replace 1/3 desktop and 1/3 laptops computers.	Replace 1/3 desktop and 1/3 laptops computers.
	Replace 1/3 network and personal printers.	Replace 1/3 network and personal printers.	Replace 1/3 network and personal printers.	Replace 1/3 network and personal printers.	Replace 1/3 network and personal printers.
		Replace scanners.			Replace scanners.
Major Projects – Provide Applications Development Support	Implement new centralized NIPA processing system (STATS) for the benchmark revision and current estimates.	Implement the new STATS system for the annual NIPA revision estimate.		Upgrade STATS.	Upgrade STATS.
	Support projects to generate more timely data for 5 economic measures (international trade in goods & services, GDP-by-Industry, I-O tables, gross state product, and metropolitan area personal income).	Support projects to generate more timely data for GDP and regional personal income.	Begin supporting Regional systems re-engineering.	Continue supporting Regional systems re-engineering.	
	Enhance interactive web applications for NIWD, IED, and BPD. Implement interactive mapping on the web for READ. Develop interactive web application for dissemination of IID data.	Upgrade web applications.	Upgrade web applications.	Upgrade web applications.	Upgrade web applications.
	Implement electronic reporting (ASTAR) for 6 additional IID surveys.	Continue to implement electronic reporting for appropriate IID surveys.	Continue to implement electronic reporting for appropriate IID surveys.	Continue redesign of ASTAR and implement electronic reporting for appropriate IID surveys.	Continue redesign of ASTAR and implement electronic reporting for appropriate IID surveys.
	Complete the Benchmark I-O system for IED. Investigate redesign of Industry Accounts systems.	Begin redesign of Industry accounts systems.	Continue redesign of Industry accounts systems.	Continue redesign of Industry accounts systems.	
	Continue conversion to FAME.	Continue conversion to FAME.	Reevaluate econometric/statistical analysis tools.	Upgrade econometric/statistical analysis tools.	Continue upgrade of econometric/statistical analysis tools, if necessary.
	Begin reengineering of IID table generation systems.	Continue reengineering of IID table generation systems.	Continue reengineering of IID table generation systems.		
	Implement the International Investment Position estimates in the PCAPS system.		Upgrade BP systems, including PCAPS, Merchandise Trade, and BPU.	Continue upgrading BP systems.	Continue upgrading BP systems.
Operations – Provide Applications Development Support	Maintain and support applications in all program areas, including administrative systems, web applications, econometric/statistical software, and database software.	Maintain and support applications in all program areas, including administrative systems, web applications, econometric/statistical software, and database software.	Maintain and support applications in all program areas, including administrative systems, web applications, econometric/statistical software, and database software.	Maintain and support applications in all program areas, including administrative systems, web applications, econometric/statistical software, and database software.	Maintain and support applications in all program areas, including administrative systems, web applications, econometric/statistical software, and database software.
	Support data conversion operations.	Support data conversion operations.	Support data conversion operations.	Support data conversion operations.	Support data conversion operations.
	Maintain the appropriate staffing mix of FTEs and contractors to support applications development activities.	Maintain the appropriate staffing mix of FTEs and contractors to support applications development activities.	Maintain the appropriate staffing mix of FTEs and contractors to support applications development activities.	Maintain the appropriate staffing mix of FTEs and contractors to support applications development activities.	Maintain the appropriate staffing mix of FTEs and contractors to support applications development activities.
	Evaluate emerging development tools and technologies, as needed.	Evaluate emerging development tools and technologies, as needed.	Evaluate emerging development tools and technologies, as needed.	Evaluate emerging development tools and technologies, as needed.	Evaluate emerging development tools and technologies, as needed.

BEA Strategic Plan for FY 2003–FY 2007, Detailed Table—Continued

OFFICE OF CHIEF INFORMATION OFFICER IT Programs and Major Projects: FY 2003–FY 2007					
Programs	2003	2004	2005	2006	2007
Major Projects – Provide Information Technology (IT) Training for BEA Staff	Upgrade online training capabilities.		Upgrade online training capabilities.		Upgrade online training capabilities.
	Implement training of new phone system.			Implement training of new phone system.	
	Implement training of office suite.		Implement training of office suite.		
		Implement training of new e-mail system.			
	Upgrade microcomputers in IT training facility.				
			Upgrade online training capabilities.		Upgrade online training capabilities.
Operations – Provide Information Technology (IT) Training for BEA Staff	Manage IT training program.	Manage IT training program.	Manage IT training program.	Manage IT training program.	Manage IT training program.
	Maintain effective mix of in-house, contractor, and on-line training resources.	Maintain effective mix of in-house, contractor, and on-line training resources.	Maintain effective mix of in-house, contractor, and on-line training resources.	Maintain effective mix of in-house, contractor, and on-line training resources.	Maintain effective mix of in-house, contractor, and on-line training resources.
	Publish IT training calendar.	Publish IT training calendar.	Publish IT training calendar.	Publish IT training calendar.	Publish IT training calendar.
	Conduct IT training courses.	Conduct IT training courses.	Conduct IT training courses.	Conduct IT training courses.	Conduct IT training courses.
Major Projects – Provide HelpDesk Support	Review and update existing IT documentation on Intranet.	Review and update existing IT documentation on Intranet.	Review and update existing IT documentation on Intranet.	Review and update existing IT documentation on Intranet.	Review and update existing IT documentation on Intranet.
	Evaluate user interface to Help Desk tracking system.	Implement user interface to Help Desk tracking system.			
	Implement HelpDesk ticket assignment.				
	Upgrade HelpDesk checklist.				
Operations – Provide HelpDesk Support	Provide 7:30 AM–5:30 PM HelpDesk support.	Provide 7:30 AM–5:30 PM HelpDesk support.	Provide 7:30 AM–5:30 PM HelpDesk support.	Provide 7:30 AM–5:30 PM HelpDesk support.	Provide 7:30 AM–5:30 PM HelpDesk support.
			Maintain user interface to HelpDesk tracking system.	Maintain user interface to HelpDesk tracking system.	Maintain user interface to HelpDesk tracking system.
Major Projects – Maintain IT Security	Consolidate IT Security Plans.				
	Implement online IT security training.	Implement online IT security training.	Implement online IT security training.	Implement online IT security training.	Implement online IT security training.
	Develop Policy on blocking email attachments.				
		Contract for penetration testing of BEA network.		Contract for penetration testing of BEA network.	
Operations – Maintain IT Security	Update security plans.	Update security plans.	Update security plans.	Update security plans.	Update security plans.
	Conduct IT security refresher training.	Conduct IT security refresher training.	Conduct IT security refresher training.	Conduct IT security refresher training.	Conduct IT security refresher training.
	Monitor Computer Incident Response Team.	Monitor Computer Incident Response Team.	Monitor Computer Incident Response Team.	Monitor Computer Incident Response Team.	Monitor Computer Incident Response Team.
	Monitor Department of Commerce IT security initiatives and requests for information.	Monitor Department of Commerce IT security initiatives and requests for information.	Monitor Department of Commerce IT security initiatives and requests for information.	Monitor Department of Commerce IT security initiatives and requests for information.	Monitor Department of Commerce IT security initiatives and requests for information.
Major Plans – Deploy Plans and Policies	Update Strategic Information Technology Plan.	Update Strategic Information Technology Plan.	Update Strategic Information Technology Plan.	Update Strategic Information Technology Plan.	Update Strategic Information Technology Plan.
	Update BEA Strategic Plan.	Update BEA Strategic Plan.	Update BEA Strategic Plan.	Update BEA Strategic Plan.	Update BEA Strategic Plan.
	Provide IT project management oversight.	Provide IT project management oversight.	Provide IT project management oversight.	Provide IT project management oversight.	Provide IT project management oversight.
	Provide oversight to BEA IT resources.	Provide oversight to BEA IT resources.	Provide oversight to BEA IT resources.	Provide oversight to BEA IT resources.	Provide oversight to BEA IT resources.
	Create annual IT budget.	Create annual IT budget.	Create annual IT budget.	Create annual IT budget.	Create annual IT budget.
	Update Operational IT Plans.	Update Operational IT Plans.	Update Operational IT Plans.	Update Operational IT Plans.	Update Operational IT Plans.
	Update IT architecture, BEA Technical Reference Model, and standards profile.	Update IT architecture, BEA Technical Reference Model, and standards profile.	Update IT architecture, BEA Technical Reference Model, and standards profile.	Update IT architecture, BEA Technical Reference Model, and standards profile.	Update IT architecture, BEA Technical Reference Model, and standards profile.
	Liaison with DOC CIO.	Liaison with DOC CIO.	Liaison with DOC CIO.	Liaison with DOC CIO.	Liaison with DOC CIO.
	Update GPEA Plan.	Update GPEA Plan.	Update GPEA Plan.	Update GPEA Plan.	Update GPEA Plan.
	Maintain Software Development Standards.	Maintain Software Development Standards.	Maintain Software Development Standards.	Maintain Software Development Standards.	Maintain Software Development Standards.
	Enforce SAT standards.	Enforce SAT standards.	Enforce SAT standards.	Enforce SAT standards.	Enforce SAT standards.